

CONCORDIA UNIVERSITY
MINUTES OF THE OPEN SESSION
OF THE MEETING OF THE BOARD OF GOVERNORS

Held on Wednesday, 16 December 1992, immediately following the Closed Session,
in Room GM 407-1, SGW Campus

Attendance

Present: Mr. R.K. Groome, Chairman, Mr. B. Aune, Dr. M. Brian, Ms. L. Brodrick, Mr. D. D'Alessandro, Mr. J.N. Economides, Mr. H. Farias, Me P.A. Gervais, Prof. G. Gross, Dr. H. Habib, Mr. P. Howlett, Mr. N. Kaminaris, Dr. P. Kenniff, Rector, Mr. F. Knowles, Mr. R. Laughlin, Mr. R. Lawless, Me G. Lengvari, Sister E. McIlwaine, Ph.D., Mr. D.W. McNaughton, Ms. C. Nero, Dr. R.H. Pallen, Dr. P. Pitsiladis, Mr. R. Renaud, Ms. M. Roland, Mr. H. Santos, Mr. J.H. Smith, Mr. R. Synning, Mr. C.I. Taylor, Me M. Vennat, Ms. S. Woods

Officers of the University:

Dr. C.L. Bertrand, Dr. M. Cohen, Dr. R. Sheinin, Me B. Gaudet

Absent:

Mr. A. Benedetti, Dr. R.M.H. Cheng, Ms. M. Donaldson, Mr. L. Ellen, Mr. P. Ivanier, Ms. S. O'Connell, Right Hon. J. Sauvé, Chancellor, Mr. W.W. Stinson, Mr. G. Vézina

DOCUMENTS CONSIDERED AND ATTACHED TO THESE MINUTES

BG-92-11-D94	Proposed membership of the Supervisory Board
BG-92-11-D95	Explanatory notes regarding proposed tuition fee increases
BG-92-11-D96	Excerpt from the Minutes of the Concordia Employee Benefits Committee concerning revision of the Pension Plan
BG-92-11-D97	Text of the Pension Plan for Employees of Concordia University
BG-92-11-D98	Memo from Mr. John Noonan attesting Senate approval of the Howard B. Ripstein Concordia Chartered Accountancy Award
BG-92-11-D99	Memo from Mr. John Noonan recommending revision of the composition of the Council of the Faculty of Commerce and Administration
BG-92-11-D100	Supporting documents for revision of the composition of the Council of the Faculty of Commerce and Administration
BG-92-11-D101	Letter from Chittenden Bank concerning sale of a property belonging to the estate of the late Armand C. Archambault
BG-92-11-D102	Trustee's license to sell the said property
BG-92-11-D103	Draft Deed of Sale of the said property

1. Call to Order

The Open Session convened at 8:46 a.m.

1.1 Chairman's Remarks

The Chairman waived his remarks.

1.2 Approval of the Agenda

The Agenda was approved as submitted.

1.3 Approval of the Minutes

Dr. Sheinin requested that the record of the Vice-Rector's Report, on page seven of the November 1992 Minutes, be revised to indicate that the report of the Review Committee on the Faculty of Engineering and Computer Science is jointly dedicated to the memory of Dr. Phoivos Ziogas and Dr. Matthew Douglass.

Upon motion duly moved and seconded (Santos, Farias), it was unanimously
RESOLVED:

R92-113 THAT the Minutes of the Open Session of the previous meeting of the Board, held on 18 November 1992, be approved as modified.

2. Business arising from the Minutes

There was no business arising from the Minutes.

3. Election of the membership of the Supervisory Board

The composition of the Supervisory Board includes two positions for students, which remained to be filled.

Upon motion duly moved and seconded (Kenniff, McNaughton), it was unanimously
RESOLVED:

R92-114 THAT, as specified in Article 79 of the Code of Conduct (Non-Academic), the Board of Governors appoint the following individuals as members of the Supervisory Board, for a two-year term beginning 1 October 1992:

Ms. Maureen Habib as Chair;
Dr. Dennis O'Connor and Dr. Robert Oppenheimer, faculty members, nominated by the Concordia University Faculty Association; and

Mr. David Gobby and Ms. Barbara Rousse, staff members, nominated by the Electoral College.

4. Adoption of proposed increases in student tuition fees and academic materials and services fees for 1993-94

As Chairman of the Budget Committee, Mr. Smith introduced a motion to approve increases in student tuition fees and academic materials and services fees, to bring them up to the Québec average. The proposed increases would affect undergraduate and graduate students, both domestic and foreign, and incorporate fee indexation of 1.9%, consistent

with the policy of the Conseil des ministres du Québec and approved by the Concordia Board in January 1992. Concordia was recommending that fee increases be distributed in such a way that the tuition fee per credit becomes the same for all students; consequently, actual increases differ substantially across categories.

A long discussion followed, which is summarized below.

i) The reason for the proposed fee increase was outlined by Dr. Cohen. He explained the impact of the government's decision, announced in January 1992, to change the formula used to calculate operating grants for universities, to take effect with the 1992-93 academic year. For several years, operating grants were based upon subtraction of actual fee revenues from admissible expenditures, a method advantageous to Concordia which enjoyed an indirect subsidy from Québec universities with higher fee revenues. However, beginning with the current year, calculation of the operating grant derives from estimated revenues based on the average of the tuition fees charged by Québec universities, not on actual revenues. Therefore, Dr. Cohen said, if Concordia fees remain below the average, Concordia's grant will be reduced, relative to previous years, by the amount corresponding to the difference between projected revenues based on the average fees, and actual collection. For the present year, upwards of \$500,000 has already been foregone.

If Concordia does not adjust fees, Dr. Cohen emphasized, the financial penalty will be substantial; more so, because other universities have changed their fee structures to a per credit basis and, by this measure, Concordia's fees fall more than \$5 below the average per credit at the undergraduate level.

ii) Potential consequences of approving the proposed fee increase were discussed quite thoroughly.

Under the proposed fee structure, and taking grant losses into account, Concordia would receive approximately \$2.6 million in additional revenues and the average full-time undergraduate student would pay approximately \$135 more in 1993-94 than in the previous year.

Many speakers, concerned about students' ability to pay, described the present situation: a series of recent fee increases; economic recession and a paucity of part-time jobs; the proposal to impose these increases in the summer session, which students normally treat as the closing term of the academic year. One Board member pointed out that, while Concordia has traditionally appealed to and accommodated working students who might otherwise be locked out of the system of higher education, additional fee increases would certainly limit access further.

Dr. Cohen responded that fees in Québec are thirty to forty percent lower than those charged by our competitors in other provinces. Within Québec, the fee increases which would be applied in other universities might, in some cases, exceed what is strictly required by indexation.

To those who argued that fee increases should be conditional upon allocation of increased revenues to the academic sector, Dr. Cohen said additional revenues would be available for development and the proposed allocation would be outlined as part of the usual budget preparation process.

It was asked how an increase of 23% in graduate students' fees could be justified when study and research conditions were already inadequate. Dr. Cohen answered that enhancement of graduate programmes was a priority of the university, but sub-average fees were simply insufficient for the task. Since the increase for graduate students is about double that for undergraduates, he continued, the University was proposing to return one-half of the total increase in net tuition revenues from graduate students, estimated at \$200,000, in the form of graduate fellowships.

(iii) The proposal to maintain differential fees for international students prompted several Governors and the Rector to record their strong opposition to the Québec government's continuing policy of financial discrimination against foreign students. With enrolment of international students declining, Concordia was already experiencing pecuniary losses and, more importantly, qualitative losses.

Following the discussion, Mr. Smith added that Concordia simply could not continue to enhance its services without being competitive in revenues and exercising good discipline and management in expenditures. Under the circumstances, he said, it was fair and reasonable to eliminate the relative financial loss we would face without a fee increase, in order to put Concordia on sounder footing. Therefore, despite legitimate concerns to the contrary, he strongly recommended adoption of the motion to increase fees. Upon motion duly moved and seconded (Smith, Renaud), it was CARRIED with four (4) opposed and two (2) abstentions:

- R92-115 WHEREAS one of the University's main objectives is to have overall operating revenues that correspond to the average of all Québec universities;
- WHEREAS this objective was achieved in 1990-91 with respect to the Government operating grant;
- WHEREAS to maintain overall operating revenues at the Québec average it is also necessary that tuition fees be at the Québec average;
- AND
- WHEREAS the Board of Governors approved an annual increase in the Academic Materials and Services fee by the same percentage as the indexation of tuition fees;
- BE IT RESOLVED
- THAT tuition fees applicable to Canadian and other students with Permanent Resident status at both the undergraduate and graduate levels be set at \$50.58 per credit, effective the Summer Session of 1993;
- THAT tuition fees applicable to international students also be set at \$50.58 per credit, plus the fixed amount of \$193 per credit, as required by the Québec government, effective the Summer Session of 1993;
- AND
- THAT the Academic Materials and Services fee be increased by \$0.07 per credit, effective the Summer Session of 1993; the whole as outlined in Document BG-92-

11-D95.

5. Approval of the revised text of the Pension Plan for Employees of Concordia University

Mr. Lawless, Chairman of the Benefits Committee, introduced the major changes to the Pension Plan, which were largely to bring the plan into conformity with Bill C-52, federal income tax legislation, which affected retirement conditions. He assured the Board that there was no loss of benefits resulting from the revisions.

In response to a question, Dr. Cohen said that indexation of payments under the Pension Plan had been effected, as approved by the Board in May 1992, without prejudice to any future indexation based on changes in the Consumer Price Index.

Upon motion duly moved and seconded (Lawless, Economides), it was unanimously
RESOLVED:

R92-116 THAT, on the recommendation of the Concordia Employee Benefits Committee, the revised text of the "Pension Plan for the Employees of Concordia University", as set out in Document BG-92-11-D97, be approved.

6. Approval to create the Howard B. Ripstein Concordia Chartered Accountancy Award

Upon motion duly moved and seconded (Kaminaris, Kenniff), it was unanimously
RESOLVED:

R92-117 WHEREAS Concordia University has agreed to establish an endowment, to be known as the Howard B. Ripstein Concordia Chartered Accountancy Award Endowment;

WHEREAS this endowment was established by Howard B. Ripstein, C.A., a retired Concordia faculty member, to provide a monetary award to holders of the Concordia University Diploma in Accountancy who excel in the Uniform Final Examination (UFE) of the Canadian Institute of Chartered Accountants;

AND

WHEREAS creation of this award has been approved by the Commerce and Administration Faculty Council, the Council of the School of Graduate Studies, and Senate;

BE IT RESOLVED

THAT, upon the recommendation of Senate, creation of the Howard B. Ripstein Concordia Chartered Accountancy Award to be granted annually to the highest ranked candidate in the UFE holding a Concordia University Diploma in Accountancy, be approved;

AND

THAT the award be granted at the Commerce and Administration Spring Convocation Ceremonies, beginning with the Spring 1993 convocation.

7. Approval of proposed revisions to the composition of the Commerce and Administration Faculty Council

Upon motion duly moved and seconded (Pitsiladis, Kaminaris), it was CARRIED with one abstention:

R92-118 THAT, upon the recommendation of Senate, the revisions to the composition of the Council of the Faculty of Commerce and Administration, outlined in Document BG-92-11-D99, be approved and incorporated into the text of the University's Official Document A-32.

8. Status report on the 1992-93 Annual Giving Campaign

Mr. Santos, Chairman of the 1992-93 Annual Giving Campaign, provided a progress report. Referring to the volunteer newsletter which was distributed for the information of Board members, he reported that the March 1993 Phonathon was expected to bring the number of active volunteers to about 300.

Mr. Santos outlined the activities planned for the current campaign and urged the Governors to respond generously to the Campaign's appeals; his objective was to secure no less than one hundred percent participation. Mr. Aune, past president of the Campaign, praised Mr. Santos' success in involving alumni in fundraising efforts.

9. Report on Concordia's compliance with certain legal obligations

To demonstrate the exercise of due diligence on the part of the Board of Governors in discharging its responsibilities, quarterly reports concerning the University's compliance with pertinent legislation are presented and deposited with the Secretary-General.

9.1 Fiscal requirements

The Vice-Rector, Institutional Relations and Finance, Dr. Cohen, reported that, to the best of his knowledge, Concordia has complied with all appropriate legislation pertaining to employee deductions, employer premiums and federal and provincial taxes.

9.2 Environmental legislation and health and safety requirements

The Vice-Rector, Services, Dr. Bertrand, informed the Board about actions taken by Concordia to ensure our conformity with regulations governing ventilation and storage of toxic chemicals.

10. Consent Agenda

10.1 Authorization to the University to intervene in and confirm the sale of an immoveable property re: the estate of the late Dr. Armand C. Archambault

The following resolution was adopted unanimously and without debate:

R92-119 WHEREAS under the Will of the late Dr. Armand C. Archambault, Concordia University as successor to and in the rights of Loyola College, together with the Collège Jean-de-Brébeuf, has been designated as one of the residual beneficiaries of all the properties located in Canada of the Archambault Estate;

WHEREAS the Trustee to the said Estate, the Chittenden Trust Company of Burlington, Vermont, has now sold an immoveable property located at 4878-4880 Park Avenue in Montréal;

AND

WHEREAS, as one of the "remaindermen" under the Vermont law, Concordia University is being asked to ratify and confirm the above-mentioned sale by intervening to a Deed of Sale;

BE IT RESOLVED

THAT the Board of Governors authorize Concordia University to intervene to a Deed of Sale of the immoveable property of the Estate located at 4878-4880 Park Avenue, Montréal, to Mr. Michele Ciarciello and Mrs. Filomena Gesualdi for a price and consideration of \$160,000 cash, in order to confirm the sale as one of the residual heirs of the late Armand C. Archambault;

AND

THAT Dr. Patrick Kenniff, the Rector and Vice-Chancellor, and Dr. Maurice Cohen, the Vice-Rector, Institutional Relations and Finance, be authorized to sign the said Deed of Sale and any documents related thereto, for and on behalf of Concordia University.

11. Reports of the Standing Committees

11.1 Budget Committee

Mr. Smith, Chairman of the Budget Committee, reported that, at its meeting of 30 November 1992, the Committee reviewed the previous budget and looked at the adjusted operating budget for 1993-94 for general financial indicators. Our situation appears quite healthy and a small surplus is anticipated for 1992-93, he said. The proposed CCSL budget, and CCSL's proposed fee increase, were discussed.

11.3 Collective Bargaining Committee

Mr. Smith reported, also, as Vice-Chairman of the Collective Bargaining Committee. At its meeting held on 14 December 1992, that Committee approved an extension of the collective agreement with the Concordia University Faculty Association (CUFA) until 31 May 1993, and delegated signing authority therefor to Dr. Cohen.

11.2 Benefits and Pension Committees

Mr. Lawless, Chairman of the Benefits and Pension Committees, reported on the meetings of 9 December 1992. The Pension Committee met, for the first time, with the new investment manager for our non-North American investments, Brinson Partners, which presently manages about 2% of the Pension Fund.

The Benefits Committee, Mr. Lawless said, had discussed possible changes to the benefits programme, which will be examined in depth at a later date.

12. Report of the Rector

Dr. Kenniff said he had nothing to report.

13. Reports of the Vice-Rectors

13.1 Dr. Sheinin reported on three matters.

- (i) The Advisory Search Committee for a Dean of the Faculty of Engineering and Computer Science had resumed activities, in accordance with the terms outlined by the Board in October 1992.
- (ii) She announced that the Director and other staff members of the Fonds pour la formation de chercheurs et l'aide à la recherche (FCAR) had visited Concordia in early December, and that it was a very successful visit.
- (iii) Dr. Cheng and Dr. Rajagopalan are recent recipients of three awards, from the National Science and Engineering Research Council (NSERC) and the private sector, for their work towards the development of an artificial intelligence technology which they have pioneered. The Department of Mechanical Engineering will enjoy the addition of new equipment as a benefit of these awards.

Mr. Groome asked Dr. Sheinin to commend Dr. Cheng and Dr. Rajagopalan, which, she answered, had been done.

13.2 Vice-Rector, Services, Dr. Bertrand, reported that the University had received official notification of the value of operating grants for both 1991-92 and 1992-93 - the first time that information had been released before the end of the fiscal year. The grants were larger than expected, and had enabled the Vice-Rector to return, to the Academic Deans, the twenty percent of their capital allowance which they had each agreed to forego for this year.

Dr. Bertrand discussed his report on the review of security operations. A review of the events and aftermath of the 24 August tragedy revealed that the Security Department faced a number of problems, largely stemming from personnel and equipment shortages. The Commission de la Santé et de la Sécurité du Travail (CSST) also conducted a study, to whose recommendations Concordia is legally required to respond. Dr. Bertrand explained that he intended to approach Mr. Claude Ryan, the Minister of Public Security, for financial assistance with the costs that would be incurred by the recommended improvements, and requested that the Board formally support him in this appeal. The Ministry provided funds

to l'École Polytechnique, three years ago, when they faced a situation similar to ours.

A faculty member of the Board related what he felt was a general feeling among his colleagues, that security issues were not being adequately addressed by the administration. Clear and direct communication was urgently needed, he said, to dissipate tensions and allay a growing perception that the administration was indifferent to the safety concerns of University employees. Both Dr. Bertrand and Dr. Kenniff responded that any such perception was totally unfounded, and assured the speaker that his comments would be given serious attention.

Upon motion duly moved and seconded (Pallen, Gervais), it was unanimously
RESOLVED:

R92-120 WHEREAS the review of the University's Security Department initiated by the Vice-Rector, Services, in August 1992, has identified serious needs and recommended several ways in which Concordia's Security operation could be improved to increase its efficiency;

AND

WHEREAS these improvements will require considerable funds in terms of both salaries and the purchase of equipment;
BE IT RESOLVED

THAT the Board express its support to the Vice-Rector, Services, in his request, to be addressed to the Honourable Claude Ryan, asking that the Ministry of Public Security provide the necessary one-time funding for the purchase of equipment, as well as an annual grant to help us implement the recommendations contained in the Report.

13.3 Dr. Cohen said he had nothing to report.

16. Date of next meeting

The next regular meeting of the Board will be held on Wednesday, 20 January 1993.

17. Adjournment

The Open Session adjourned at 10:10 a.m.

Me Bérengère Gaudet
Secretary of the Board of Governors